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15 December 1952

MEMORANDUM

25X1A9A

TO:

FROM:

Attached is the draft of a memorandum which covers a problem
and the solution as we see it, which we feel should be presented
to Mr. Wolf. Its scope is agency wide and should be dealt with
as an agency problem.

Our suggested remedy is comparable to that which the armed
services have been using for at least a decade. Although we are
satisfied that the benefits which we have enumerated merit the
employment of the new system we feel that as it begins to operate
and becomes known to the agency even more uses will be made of it.

It is the type of problem which grows on inattention; for
as the agency grows and record keeping becomes more complex, more
short range and less effective methods will be adopted. Then the
correction becomes much more difficult and perhaps impossible.

Distribution:

1 - Mr.
2 - Mr.

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MEMORANDUM

PERSONNEL IDENTIFICATION NUMBER

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I.   NEED

As more of the agency's records are maintained on tabulating

cards, the need for a uniform number identification of employees

has increased.

At present, there are four systems in operation in Machine

Records files. The Personnel files use a chronological numbering

system while an alphabetic sequence system is used for pay roll

files, further the unvouchered personnel records are numbered with-

out regard to the numbers assigned to vouchered personnel records.

This requires maintenance of separate registers and related files

for assignment of numbers, causing an overlap and duplication of

numbers which prevents cross-reference between files for purposes

of detecting duplication of records or transfer of information.

The same duplication of effort exists in the vouchered and un-

vouchered pay roll files making a total of four separate registers

maintained for the common purpose of identifying an employee of

this agency. Accounts Branch, Finance Division, is considering

the transfer of the record of advances to employees from a manual

ledger to punched cards. This too, will require a numeric iden-

tification of employees. Since advances are made to employees on

both vouchered and unvouchered rolls, neither the employee's personnel or pay roll number can be used. The alternatives are to add another system to the hodge-podge now existing or devise a system that can be applied to all files. A system of uniform personnel identification would be in keeping with the agency policy that effected the establishment of a uniform organization code number and further the mission to more accurate accounting for men, money, and materials.

II. **PLAN**

It is proposed that the Personnel Office assign a number to every employee at the time of entrance on duty, and that that number be placed beside the employee's name on all personnel documents and pay roll records. This number will remain with the employee during the entire term of employment regardless of transfers between covert and overt operations and will continue as a file number for former employees considered reemployable or on reserve for recall in an emergency.

The initial assignment of numbers to employees now on duty will be accomplished by using the numbers employed in personnel files with a slight modification. The number will be expanded to a six digit number. Numbers now assigned to vouchered files run in series from ▮▮▮▮▮▮▮▮▮▮▮▮ These numbers would remain the same except for a zero added to the left. Future assignments of this series would be made at the EOD desk in North Bldg. as persons entered on duty at that point. This series would continue to 100000. Unvouchered numbers now start ▮▮▮▮ and extend to approximately

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A digit '1' would be added to the left of these numbers.
The assignment of these numbers would be made by the EOD desk in
"I" Bldg. as persons entered on duty. These could be extended to
200000. Beyond this, numbers would be assigned in blocks of 100000
to each EOD desk as the need arose.

As stated before, in case of transfer between covert and overt
operations the serial number would be retained. In as much as the
original date of entry on duty in the agency is carried on such
transfers there would seem to be no added security hazard in carry
over of serial number.

III. BENEFITS

The benefits of this system will be twofold. First, it will sub-
stantially increase the efficiency and accuracy of files and records
it is initially applied to. The personnel statistics suffer from
the difficulty in relating information from vouchered and unvouchered
history files that pertain to the same person. There is no mechan-
ical method for detecting a duplication between active vouchered
and unvouchered files. Under such a situation receipt of notice of
transfer to vouchered rolls well in advance of notice of release
from unvouchered rolls permits an active card to stand in both files
and inflates the agency strength report.

The qualifications survey must depend on status file for location
and current agency status of employees. When an employee transfers
between rolls his serial number is changed and the key to his quali-
fication file is lost. A single number identification would keep
the qualifications card active regardless of the transfer. The

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locator file from which the various agency directories are derived
also depends on the status file for office assignment of employees.
At present the two files must be matched by name which is a tedious
and inefficient process.

The numbers in use for pay roll are assigned when the file is in
alphabetical order. Numbers are not assigned in sequence, rather
there is space left between numbers to allow for future assignments.
In order to assign numbers to new employees an up-to-date register
of names and numbers must be maintained. The main need for an
alphabetic arrangement of files is that documents carry only name
identification. If all personnel documents contained a serial
number, reference could be made by number and the files could be
kept in serial number order eliminating the need for alphabetic
sequence number and relieving the payrolls of roster maintenance.

IV. **IMPACT**

The present numbering systems are used only by Machine Records
and any change made will affect only Machine Records and the office
or division immediately concerned with the file.

Vouchered personnel status, qualification and history files will
be affected only in that the present five digit number must have a
zero added to the left. Unvouchered status and history files must
have a digit "1" added to the present number. At present there is
no qualifications file for unvouchered rolls.

The payrolls would have to reassign numbers to all employee files
using the rosters provided by personnel office. This would have to
be done only once, at the beginning; while under the present system
at times all numbers in a sequence are used and the numbers must be

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reassigned to permit addition of new names. The assignment of a new series of numbers to these files is no small task and should not be attempted until the system has been installed and thoroughly tested in personnel files.

There is no conversion problem for Advance Accounts records since the punch card system is not yet in operation. Once in operation as proposed an employee receiving or accounting for an advance would be identified by both name and number. Punched cards will contain only the number.

V. SECURITY

Central numbering presents security hazards for personnel in covert operations. The system must provide for machinery to change numbers where number or name and number have been exposed. It also must determine in what areas rosters are needed and that the distribution of rosters be held to a minimum.

VI. WORKING COMMITTEE

Recognizing that the system proposed will affect the entire agency it is requested that the offices most concerned be represented on a committee to consider it. It is suggested that the committee be composed of representatives from the Office of the Deputy Director for Plans, Inspection and Security Office, Audit Office, Finance Office, Personnel Office, and General Services.

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